CHAPTER 3   MANEUVER

CONTENTS

COMMAND AND SUPPORT RELATIONSHIPS

To make accurate decisions, commanders and staff officers must understand the capabilities, limitations, and employment considerations of organic and supporting friendly forces.

■ STANDARD COMMAND RELATIONSHIPS ■

The following standard command relationships define command responsibility and authority:

● *Organic*: a unit that *forms an essential part* of an Army unit *and is listed* in its table of organization and equipment (TOE) or its table of distribution and allowances (TDA).

● *Assigned*: a unit that is placed in an organization *on a permanent basis* and is controlled and administered by the organization to which it is assigned for its primary function or the greater portion of its functions.

● *Attached*: a unit that is placed in an organization *on a temporary basis*, subject to limitations specified in the attachment order.

● *Operational control (OPCON)*: a unit that has been provided to another commander *to accomplish specific missions or tasks* that are *usually limited* by function, time, or location. The commander may deploy the unit concerned and retain tactical control or he may assign tactical control of the unit to a subordinate commander. OPCON does not include administrative and logistic responsibility, discipline, internal organization, and unit training.

● *Tactical control (TACON)*: North Atlantic Treaty Organization (NATO) term, defined as the detailed and, usually, local direction and control of movements or maneuvers necessary to accomplish missions or tasks assigned.

■ STANDARD SUPPORT RELATIONSHIPS ■

Standard support relationships include the following:

● *Direct support (DS).* A unit in DS of a specific unit or force is required *to give priority of support to that unit or force.* The supporting unit will take support requests directly from the supported unit or force, will normally establish liaison and communications, and will provide advice to the supported unit. A unit in DS has no command relationship with the supported force and therefore cannot be suballocated, reassigned, or reorganized by the supported force.

● *General support (GS).* A unit in GS will provide support *to the total force* and *not to any particular subdivision* of the supported force. Subdivisions and/or subordinate units may request support through the supported force headquarters, but only the supported force headquarters can determine priorities and can assign missions to GS units.

● *General support-reinforcing (GSR).* GSR is used *primarily* with artillery units (field artillery and air defense artillery). The GSR artillery unit is required to *support the force as a whole* and *to provide reinforcing fires to another artillery unit as second priority.*

● *Reinforcing (R).* Reinforcing is also used primarily with artillery units. The reinforcing unit is required *to give priority of support to another artillery* (the reinforced) unit.

## CRITICAL FACTORS TO CONSIDER IN PLANNING TACTICAL SUPPORT
(FM 100-5)

- ● Number and type of support units and resources.
- ● Commander's priorities.
- ● Relevant consumption factors.
- ● Critical weapons systems.
- ● Threat to CSS units.
- ● Contingencies.

EMPLOYMENT CONSIDERATIONS (OFFENSE)
(FM 7-20/FM 71-3)

The object of the battle is to win. To win, one must attack. Both offensive and defensive operations are aggressive. Both are conducted to gain and maintain the initiative.

■ FIVE ELEMENTS OF THE OFFENSIVE FRAMEWORK ■

Most infantry battalion operations are offensive operations. Attacking battalions must identify the decisive point in the enemy defense, choose a form of maneuver that avoids the enemy's strength, and concentrates the effect of their combat power against the decisive point. The following guidelines are provided to assist you in executing the proper form of maneuver.
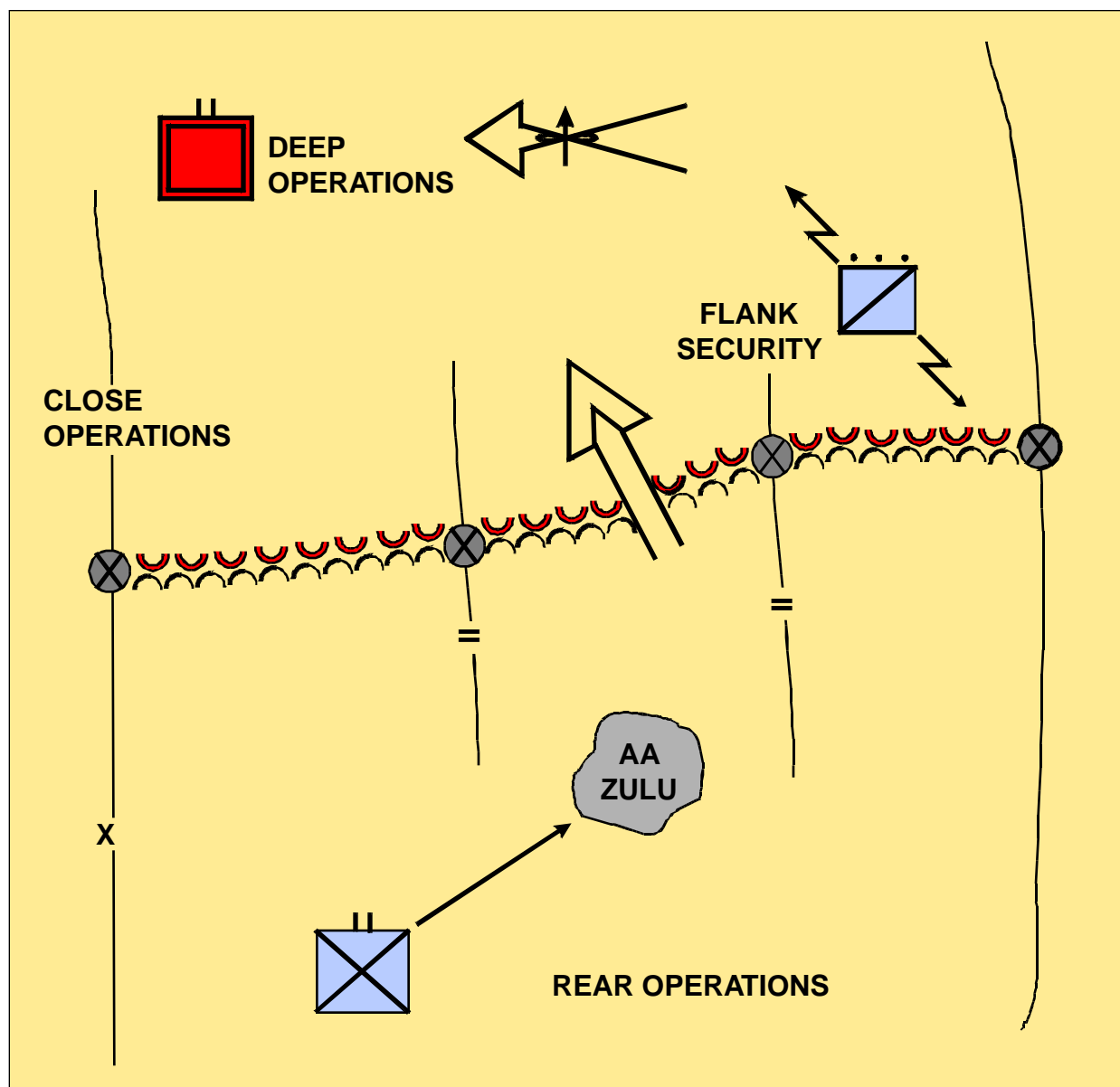
Figure 3-1. Offensive Framework.

■ **MAIN ATTACK (CLOSE)** ■

- Must be designated as such
- May shift, based on phased plan of attack
- Must be weighted with additional combat power that is tied to a specific mission analysis.

■ RESERVE OPERATIONS ■

- Must be designated by commanders. Another unit should be designated as the reserve if the reserve is committed.
- Is positioned to weight the main effort—either to assume the main effort's mission or to pass through, become the main effort, and continue the assault.
- Purpose is to deal with the unexpected; keep the plan on track.

■ RECONNAISSANCE AND SECURITY OPERATIONS ■

- Includes forward, the flanks, and the rear area.
- Is essential to the development of the situation in a fluid tactical situation.
- Is important to deny the defender an accurate picture—may be part of deception effort, as well.

■ DEEP OPERATIONS ■

- Is designed to isolate enemy defenses, disorganize enemy reserves, and disrupt his support of main battle area (MBA) forces.
- Includes not just attacking targets at the maximum range, but is tied to specific desired outcomes driven by commander's concept and intent.
- Deny the enemy the ability to commit his forces at the time and place of his choosing.

■ REAR OPERATIONS ■

- Designed to assure freedom of action of committed and uncommitted forces and to protect critical C2, CS, and CSS units, location, and routes.

CHARACTERISTICS OF OFFENSIVE OPERATIONS
(FM 7-20/FM 71-3)

■ SURPRISE ■

- Strikes the enemy at a time, place, or manner for which he is unprepared.
- Operates in a manner contrary to the enemy's expectations.
- Radically alters the structure or tempo of battle.
- Manipulates the enemy's expectations through deception, feints, or ruses.
- Delays enemy reactions: overloads and confuses his command and control; reduces effectiveness of his weapons; and induces psychological shock in enemy soldiers and leaders.

■ CONCENTRATION ■

- Is essential for the accomplishment and exploitation of offensive success.
- Requires units to achieve a pattern of rapid concentrations and dispersals.
- Prevents the enemy from detecting friendly concentrations.

■ SPEED ■

- Promotes surprise, keeps the enemy off balance, contributes to security, and prevents the enemy countermeasures.
- Never allows the enemy to overcome the shock of the initial assault or the opportunity to mass his force against the main offensive effort.
- Is built into operations through careful planning.

■ FLEXIBILITY ■

- Requires plans that will accommodate change.
- Is built into plans by focusing on commander's intent and decentralized execution.
- Requires branches from the main approach, identified in on-order missions or contingency plans, that also facilitate flexibility.

■ AUDACITY ■

- Takes risks.

FIVE FORMS OF MANEUVER
(FM 7-20/FM 71-3)

■ ENVELOPMENT ■

- Is the basic form of maneuver in any doctrine that seeks to apply strength against weakness.
- Fixes the defender's attention with supporting attack(s), using a main attack (at a weaker spot) to allow maneuver to strike at his flanks or rear area.
- May be single or double.
- Seeks a flank that is open or creates one through rupture or drives through the ruptured portion.
- Requires agility and flexibility; success depends on reaching the enemy's vulnerable rear before he can shift.

Figure 3-2. Battalion Task Force Conducting an Envelopment
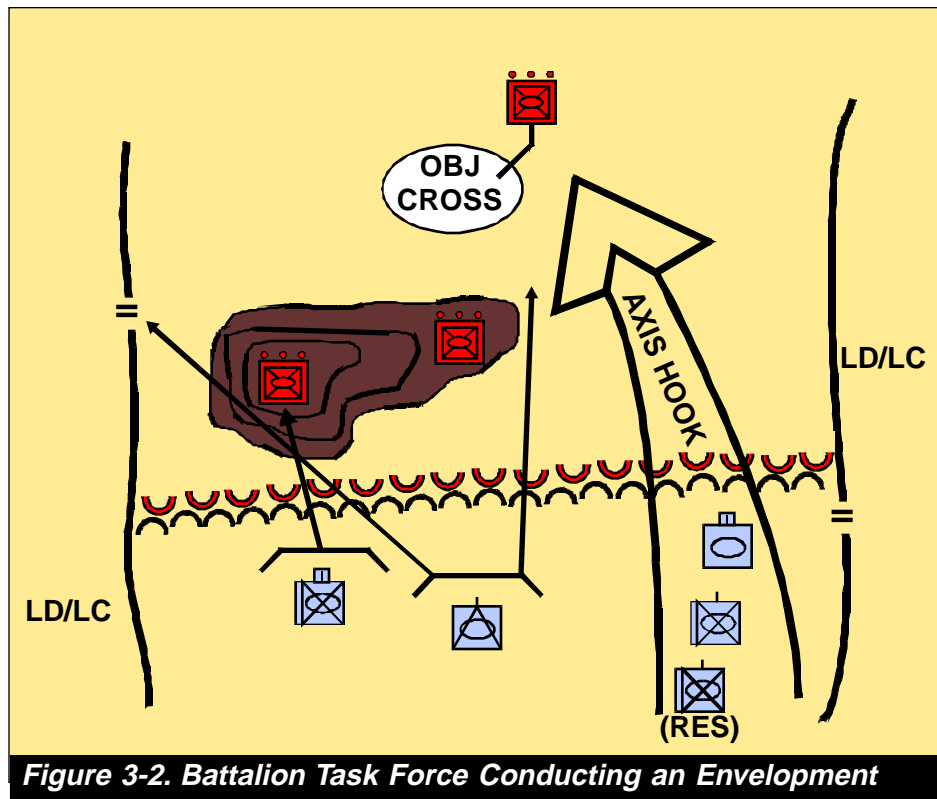
■ **ENVELOPMENT VS TURNING** ■

- Envelopment is shallower and seeks to attack enemy rear forces.
- Turning is deeper and seeks, initially, to avoid the enemy's forces; makes the defender attack and pay the price in combat losses.
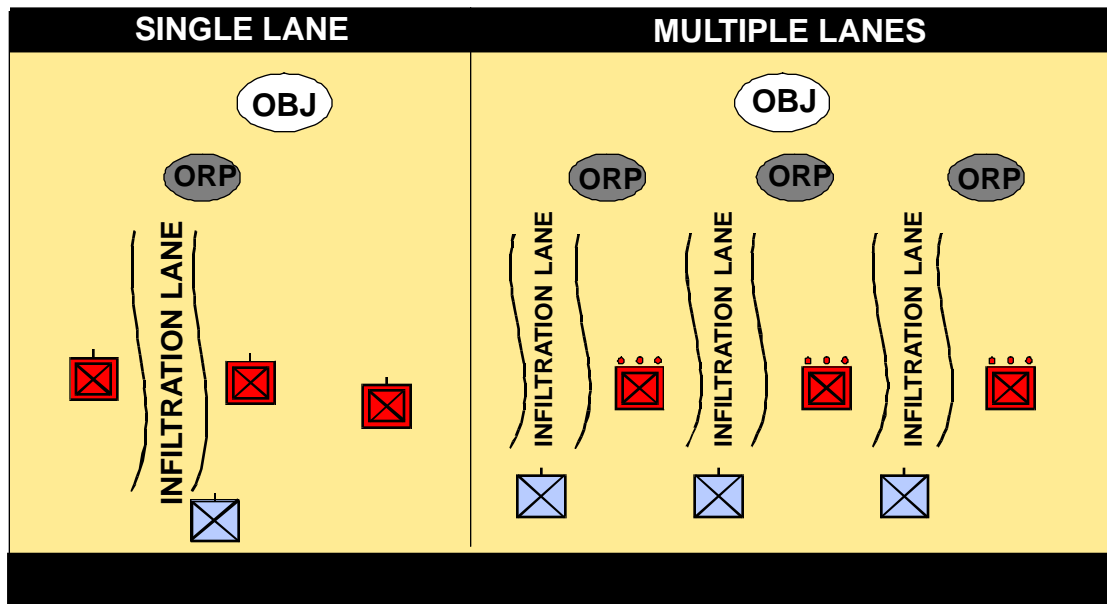

Figure 3-3. Turning Movement.
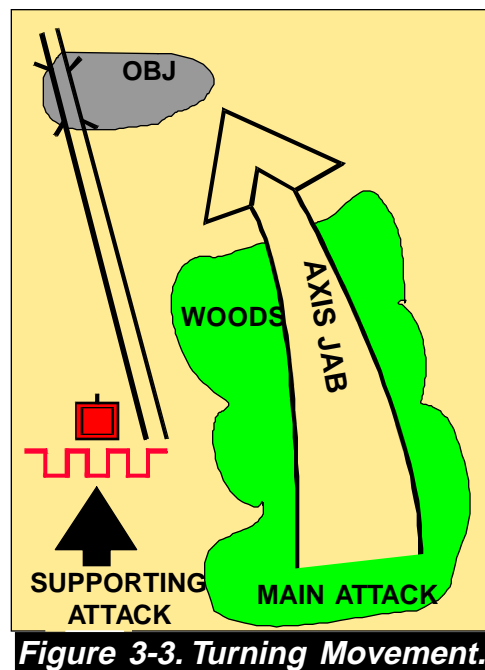
■ TURNING MOVEMENT ■

• Is a variant of an envelopment. The attacker seeks to avoid the defender entirely.
• Moves to a greater depth, seizes key terrain, forces the defender to either turn and attack or shift to another line of communications.

■ INFILTRATION ■

| SINGLE LANE | MULTIPLE LANES |

• Is the covert movement of all or part of the attacking force through enemy lines to a favorable position in their rear.
• Requires avoiding detection or fighting, which usually limits the size and nature of the force that conducts the infiltration.
• Usually requires more time to reach a given depth of penetration.
• Is a traditional role for light infantry; the force is vulnerable during movement, and may require a relief force to link up with them or they will be destroyed.
• Is rarely employed as the defeat mechanism.

■ PENETRATION ■

• Is used when the enemy's flanks cannot be enveloped or turned.
• Masses combat power on a narrow front, blasts a hole in the defense, moves forces through it.
• Has three stages:
  - Initial rupture.
  - Roll up flanks (widen the hole).
  - Exploitation to secure deep objectives.
• May be attempted on one or several axes, simultaneously.
• Seeks to create flanks that can be attacked.

3-7
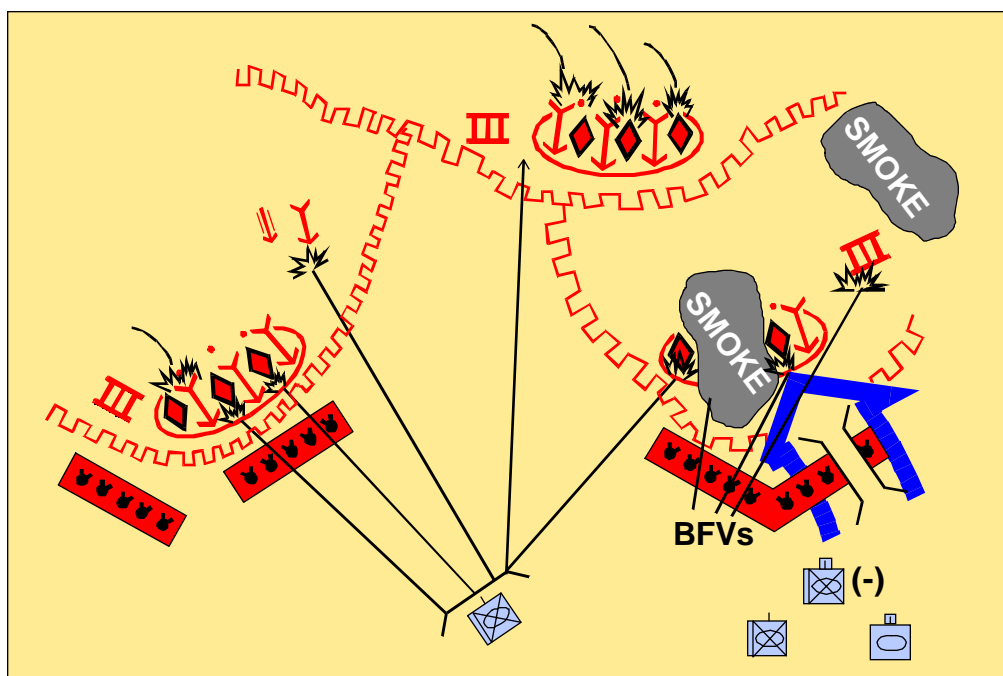
Figure 3-5. Penetration.
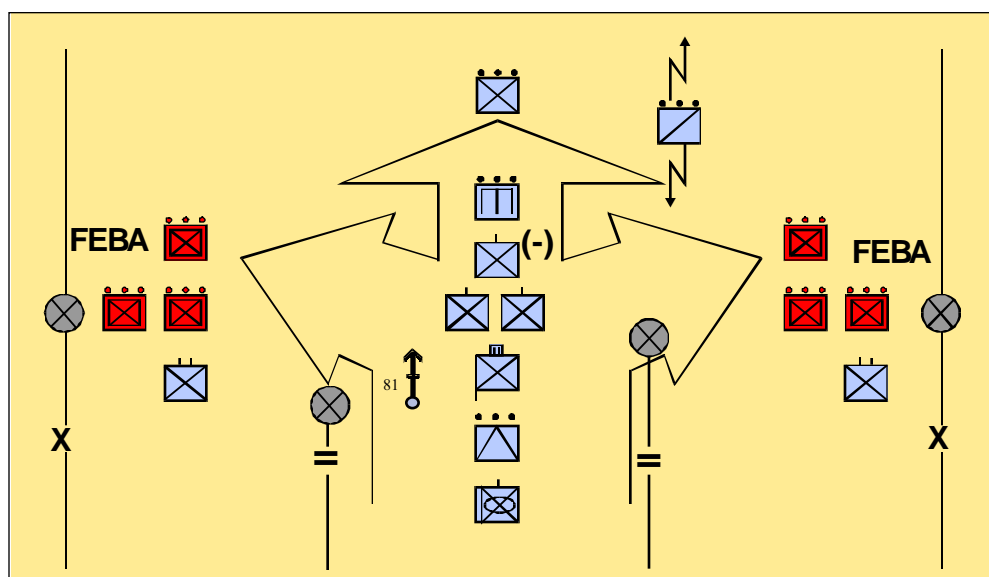
Figure 3-6. Penetration.

■ **FRONTAL ATTACK** ■

- Strikes the enemy across a wide front and over the most direct approaches.
- Exposes the attacker to the concentrated fire of the defender, which makes it the most dangerous.
- Used when attacker has overwhelming combat power—best form for use against a covering force or in a hasty attack.

CHARACTERISTICS OF A HASTY AND A DELIBERATE ATTACK

A hasty attack differs from deliberate attack primarily in the amount of reconnaissance performed and the intelligence available on which to base detailed plans. The following are guidelines for the planning of a hasty and a deliberate attack.

■ HASTY ATTACK ■

- Is launched with the forces at hand.
- Uses minimum preparation.
- Purchases agility at the risk of losing synchronization.
- Makes maximum use of standard formations and battle drills.
- Places a premium on habitual initiative in offense—doesn't allow the defender time to regroup.
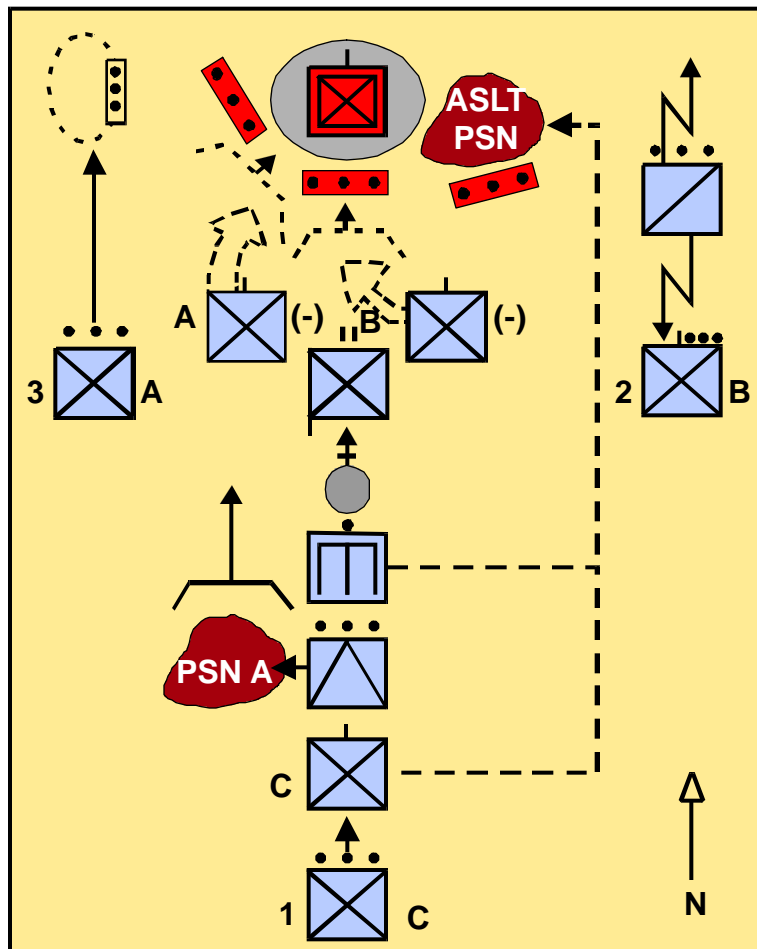
Figure 3-7. Hasty Attack.

- Fully synchronized operations that employ every available asset.
- Uses maximum preparation, planning, and coordination.
- Is used only when the defender can be neither flanked nor overcome with a hasty attack.

Figure 3-8. Deliberate Attack.
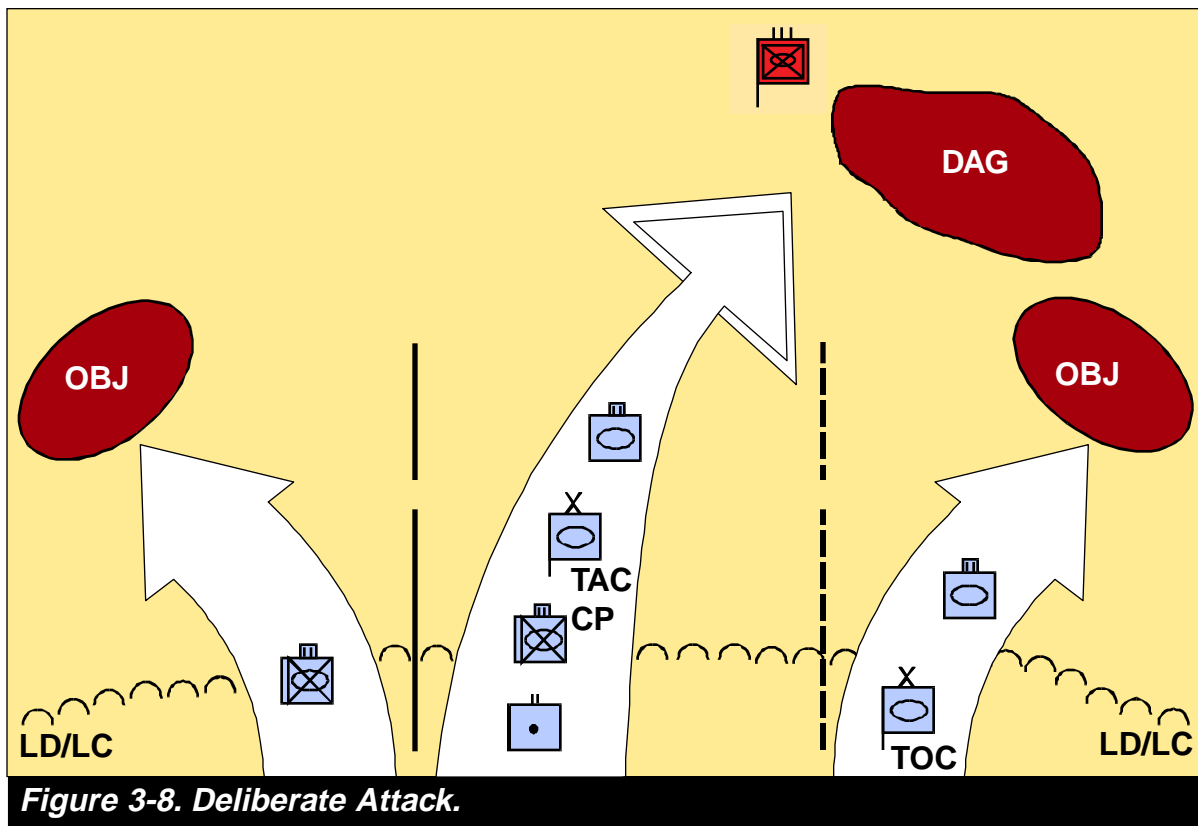
GUIDELINES FOR THE ATTACK OF STRONG POINTS
OR FORTIFIED POSITIONS
(FM 7-20/FM 71-3/FM 71-2)

STRONG POINT: The following are logical actions to be taken during the planning, preparation, and execution of an attack on a strong point.

- Recon the objective and develop the concept.
- Move to the objective.
- Isolate the objective and the selected breach site.
- Attack to secure a foothold.
- Exploit the penetration and clear the objective.

TASK ORGANIZATION: The following teams support assaulting strong points and fortified postions:

- Support.
- Breach: support/breach/assault teams.
- Assault.
- Reserve.

Figure 3-9. Task Organization for Attack of Fortified Position.

SMOKE IS USED TO SCREEN BREACHING OPERATIONS AND FOR LOCATION DECEPTION

Figure 3-10. Attack of a Strongpoint - the Breach.

Figure 3-11. Attack of a Strongpoint - the Assault.
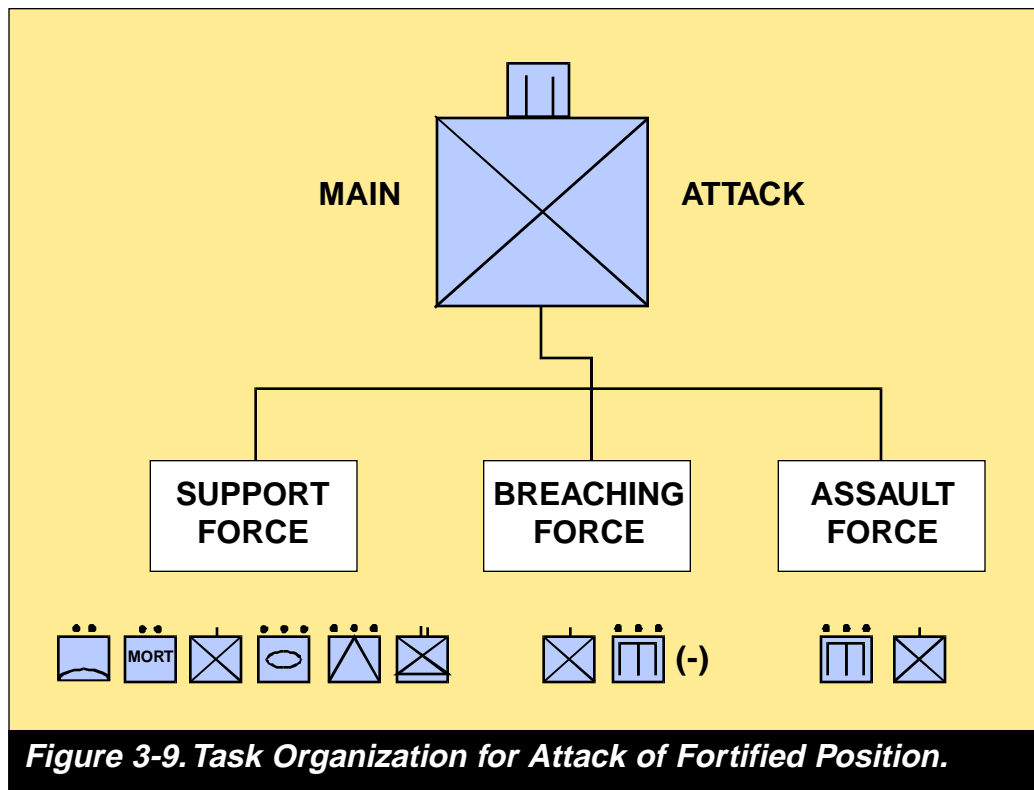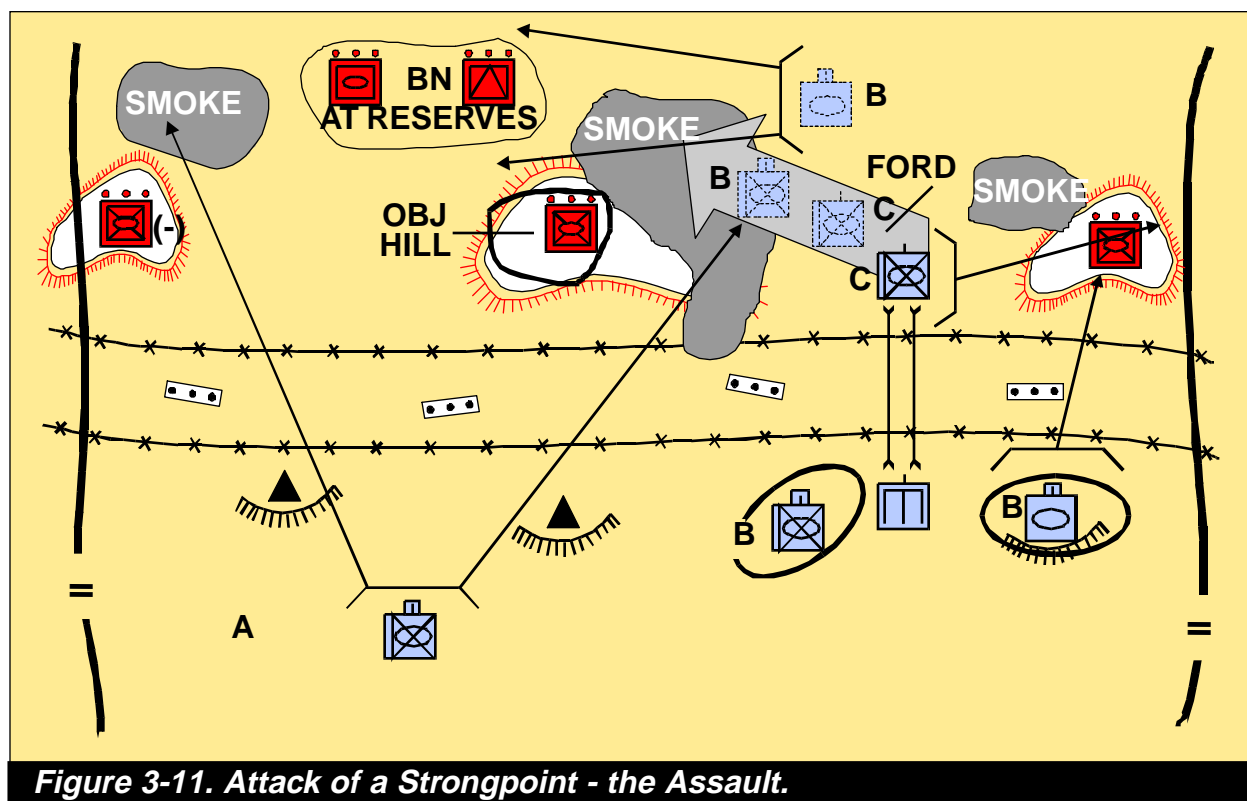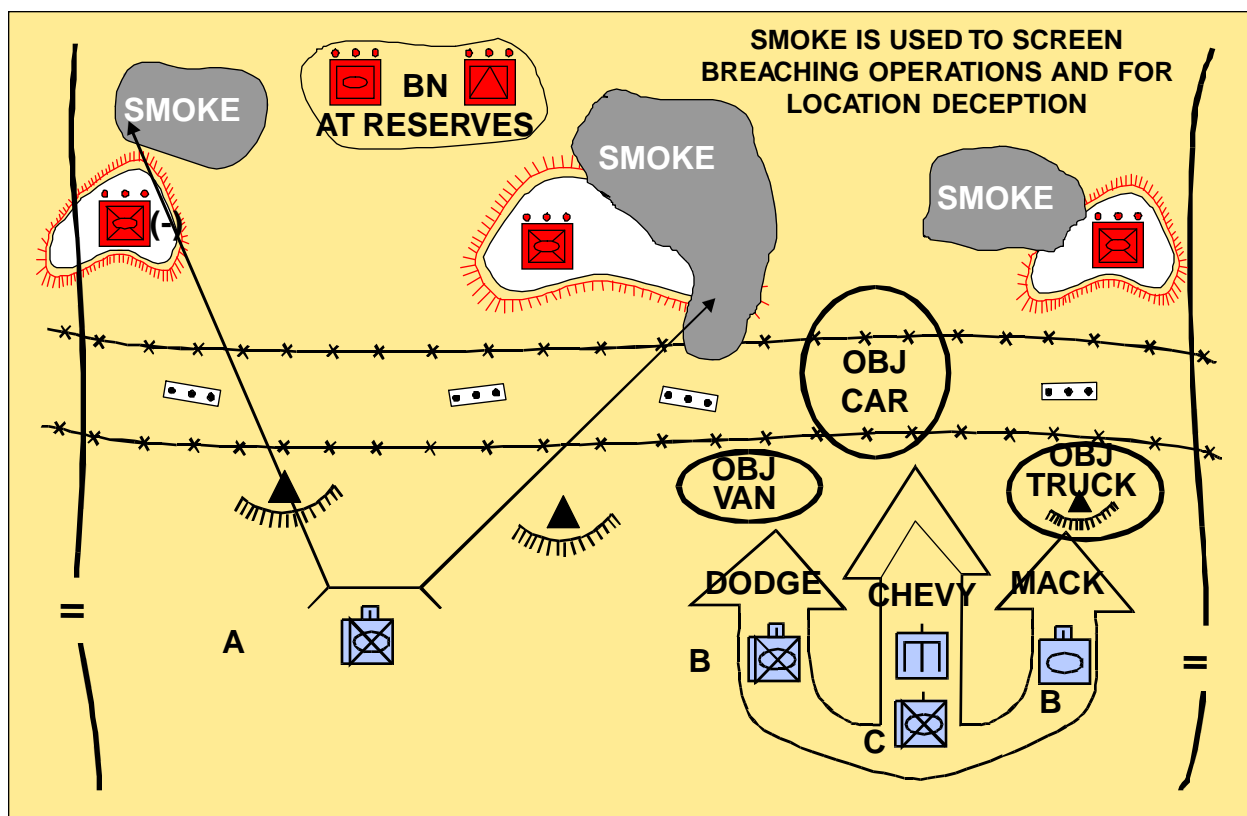
Attacks that occur at the same time require decentralized control. Therefore, though an attack on a fortified position is a large-scale operation, success hinges on small units. To attack a strongpoint, a battalion is organized into three elements. Each has several missions to perform within the overall scheme of maneuver.

SUPPORT FORCE.

- The support force is first in the order of march in the move toward the objective (Figure 3-12).
- The support force becomes part of an assault force to exploit the breach once its mission has been completed and the assault element has seized a foothold.
- Mortars provide indirect fires. These fires help suppress the enemy or seal the flanks of the objective against enemy reinforcements or counterattacks. FA smoke is planned to augment mortar smoke. The battalion sites ADA assets to protect all approaches to the intended breach site.
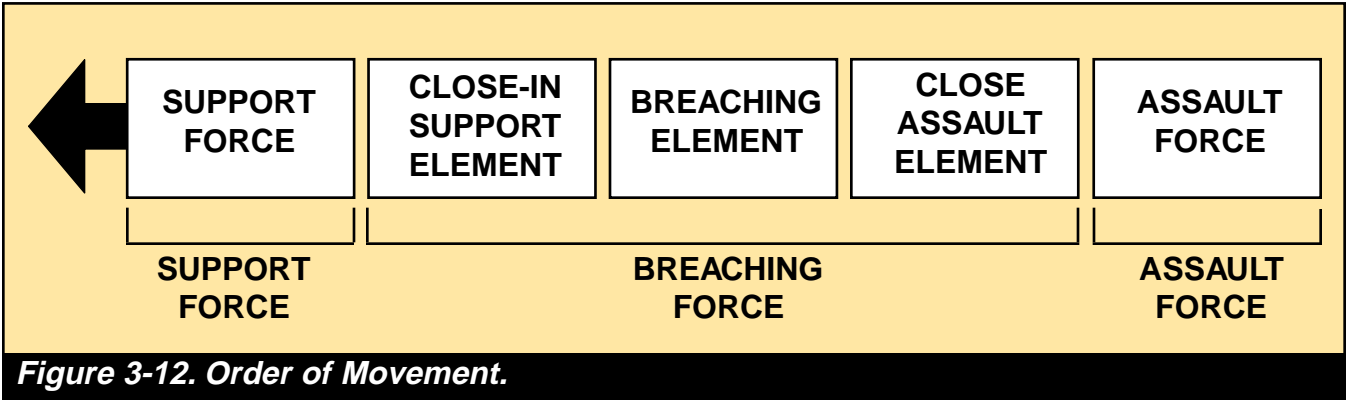
BREACHING FORCE.

The breaching force is second in the order of march. While overwatched by the support force, the breaching force creates a gap in the obstacle. The breaching force is usually an infantry company. It requires supporting engineers and special equipment (mine detectors, line charges, bangalore torpedoes, and so on). The breaching force comprises a close-in support element, a breaching element, and an assault element. The breaching element comprises an infantry squad, engineering personnel, mine detectors, and other engineer breaching equipment. The close-in support element is an infantry platoon. The assault element of the breaching force is two infantry platoons. To secure the far side of the obstacle and to provide close supporting fires for the battalion's assault forces, the breaching force assault elements conduct the initial assault on the enemy fortification. The company commander can follow his lead assaulting platoon or displace with the close-in support force.

ASSAULT FORCE.

The assault force is the battalion's main attack. It is tasked to cross through the gap created by the breach force and to accomplish the battalion's purpose. The assault force is third in the battalion's order of march (FMs 7-8 and 7-10).

SUPPORT FORCE	CLOSE-IN SUPPORT ELEMENT	BREACHING ELEMENT	CLOSE ASSAULT ELEMENT	ASSAULT FORCE
SUPPORT FORCE	BREACHING FORCE			ASSAULT FORCE

Figure 3-12. Order of Movement.

SEQUENCE OF ATTACK

The following sequence of attack applies:

● The battalion reduces or neutralizes enemy security positions. Information obtained through reconnaissance helps determine what special soldiers, equipment, and strength the battalion needs to break through the enemy's security area. The commander then task-organizes and assigns missions (A, Figure 3-13).

● The enemy obstacle is defeated. A bypass must be found first, if METT-T permits. The battalion establishes a control point at or near the entrance to the obstacle system. A staff officer is designated as the battalion control point OIC. The S-3 or CSM may perform this function. The control point is then used to control unit access to the system area and to set priorities for crossing. The battalion control point OIC chooses a location where he can observe and control to help battalion elements move smoothly through the obstacle system. If a bypass is not possible, the battalion must use SOSR.

> ■ **Suppress. The battalion suppresses the enemy covering the obstacle continuously throughout the breaching operation.**
> ■ **Obscure. The battalion obscures the obstacle from view. Soldiers use both handheld and indirect smoke to cover the assault up to the site of the breach. The battalion should obscure both the enemy overwatching the obstacle and the site of the breach.**
> ■ **Secure. The battalion secures the site of the breach and the far side of the obstacle to disrupt enemy maneuver against the breaching team.**
> ■ **Reduce. The battalion proofs the lane rapidly and marks it with something durable and visible. This allows follow-on forces to locate the cleared lane. (FMs 7-8, 7-10, 5-101, and 90-13-1 discuss various aspects of breaching techniques.)**

● Units should be controlled throughout the breach. The breach site is controlled by the company commander responsible for conducting the breach (the breach site OIC) (B, Figure 3-13). This officer's position depends on the situation. However, the commander should be near the breach site (200 to 300 meters). He must prevent a bottle neck and ensure that soldiers (and vehicles, if used) enter and exit the area rapidly without stopping.

> ■ **Each element should remain in planned assault positions until called forward by the company commander. This simplifies dispersal.**
> ■ **The lead company commander is responsible for control within his unit; the battalion control point OIC is responsible for regulating the follow-on units.**

● Indirect fire and CAS should be used to support assault. Intense massed air and artillery bombardment may precede the assault against the main position.

● The strongpoint or fortified position is reduced. Infantry companies cross the breach sites and move into the assault. When the assaulting companies cross the far side of the obstacle, they must be ready to breach any close-in obstacles in front of the fortifications.

● The company commander and platoon leaders control suppressive fires from the ground. They use star clusters grenade-launched flares, and tracers to designate general or specific targets for the overwatch/support force. Flare colors indicate which weapons or support sections engage which targets.
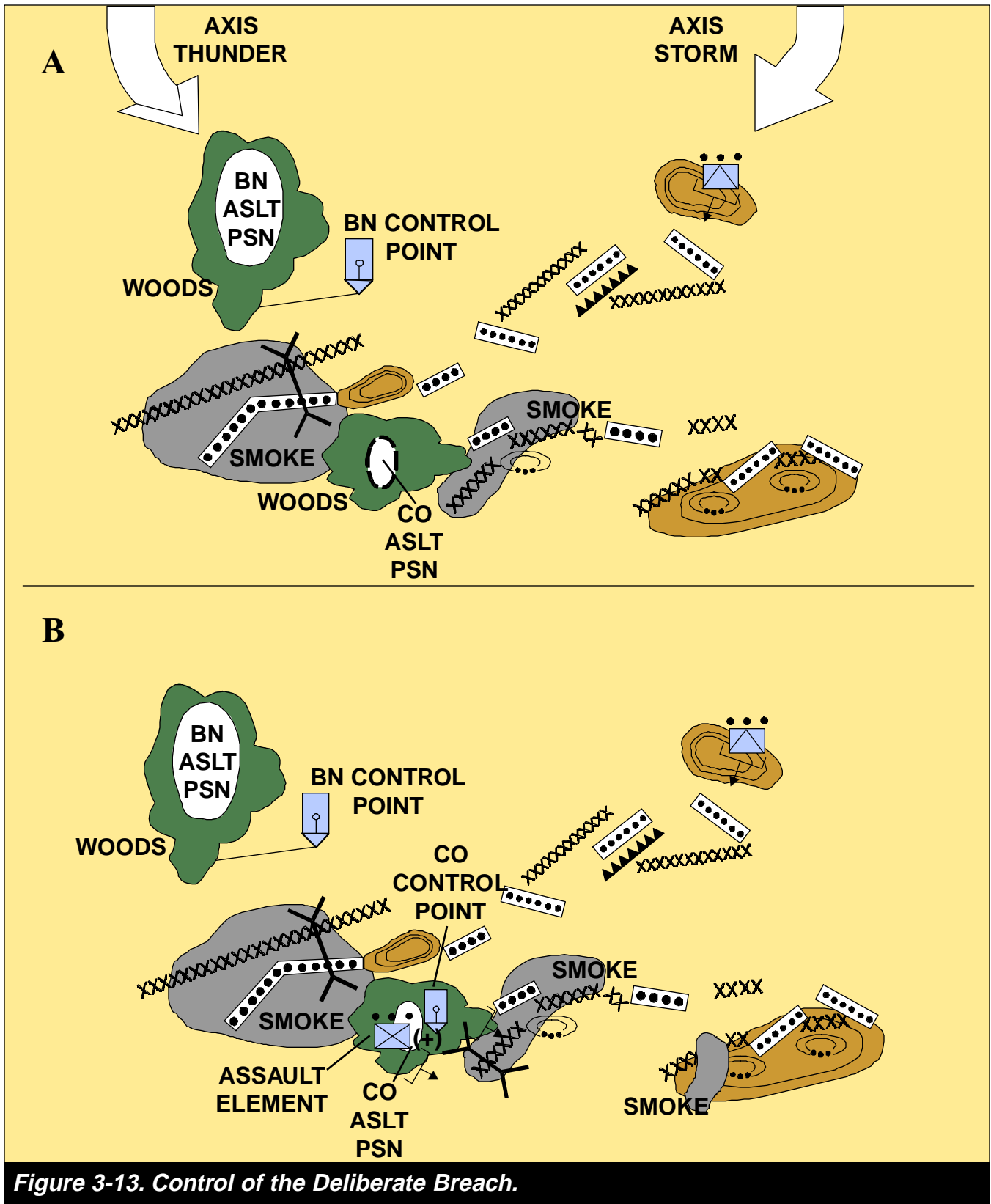
Figure 3-13. Control of the Deliberate Breach.

■ **The support force delivers close supporting fires in three phases for an assault against the main position.**

● *- Phase 1*. **The assault force starts moving forward to breach under the cover of the support force once artillery and CAS have been completed. To aid in control, the assault force must have well-defined objectives. The assault force advances through the breach until the supporting fire becomes dangerous to it and must be shifted to other targets. Designated direct-fire weapons move forward with the assaulting platoons to secure more suitable firing positions where they can fire into the emplacements.**

● *- Phase 2.* **The fire support mission is assumed by weapons organic to or forward with the assault force. The assault force advances, and again the supporting fires come too close to it for safety. Supporting fire then shifts to targets in the rear or flanks.**

● *- Phase 3.* **The assault force's support element provides the supporting fires. Their weapons neutralize the bunker under attack. They cover the demolitions parties who move forward to destroy it. On breaching the emplacement, elements of the assault force destroy all remaining enemy resistance. Then the platoon's base-of-fire element moves to cover the reorganization. The strong hold is cleared to the extent required by reserve elements.**

● A series of attacks penetrate to the depth of the fortification belts. Units should bypass (leapfrog through) the leading units. The bypassed units then reorganize and prepare to protect the flanks of the penetration.

● Designated forces begin clearance operations as soon as possible after the assault. Within the penetrated area, they should reduce or seal underground installations. They should use shaped charges, dozers, armored vehicles and gasoline to seal or destroy these fortifications and to deny the use of them to the enemy.

■ CONDUCTING THE ASSAULT ■

The most critical phase of any attack is the assault. During this phase, supporting direct and indirect fires must be placed on the enemy position. These fires must continue as long as the safety of the assaulting soldiers permits. Some type of fires must be used to neutralize or suppress the enemy until the objective is seized. Friendly supporting fires should never threaten assaulting units and thus cause them to halt.

● Weapons with the greatest accuracy, smallest range probable error, and smallest bursting radius should continue firing the longest. As one type of fire is lifted or shifted, other weapons still firing increase their rate of fire. Just as the assaulting platoons arrive at a point considered to be the minimum safe distance from the objective, the last rounds land on the objective area. The commander specifies clear signals (controlled by the assaulting element) for lifting or shifting these fires.

● The assault is supported only by direct-fire weapons for the last 50 to 100 meters. To maintain the fires of all weapons, these fires should be shifted progressively. Since tanks can

move and deliver close effective fire with several types of weapons until the seizure of the objective, they continue throughout the assault.

● The attacker must know the effectiveness of his organic and supporting weapons against enemy buildings and fortifications. The following (as well as FM 90-10-1 and applicable weapons manuals) provide the basic weapons employment:

■ The battalion positions direct-fire weapons in defilade. The attacker should at least conceal these weapons from all emplacements other than the target.

■ The battalion can employ snipers against emplacements, OPs, and CPs. It can mount some NVDs onto LAWs, whose close-in fire is suitable for inflicting casualties in bunkers.

■ The battalion uses flame weapons to effectively neutralize emplacements. A main advantage of this type of weapon, in addition to its psychological effect, is that flame and smoke spread; they fill the position and neutralize adjacent emplacements. The M202A2 FLASH is the main flame weapon employed. however, UASF-delivered napalm, thermite grenades, and flame field expedients that use thickened gasoline are also useful for reducing fortifications.

■ The battalion uses hand-emplaced explosive charges to reduce any fortifications the assault unit can reach. Cratering charges can breach the strongest parts of any emplacement.

● The key to forward movement when under enemy direct fire is to return effective fire on the enemy. Destructive or suppressive fires are most effective when fired by a stationary "base-of-fire" unit. This fire prevents the enemy from firing effectively at the moving force. The base-of-fire element - once it is in position and once the moving element is prepared to move - places a heavy volume of fire on the enemy position to destroy, neutralize, or suppress it. Once the enemy position is suppressed, the rate of fire is reduced. However, suppressive force continues. When the moving force nears its objective, the base-of-fire element increases its rate of fire to suppress the enemy. This lets the moving force assault the position before the enemy can react. Either on signal or when the assault begins, the base-of-fire element:

- Ceases fire,
- Shifts its fire to another target area.
- "Walks" its fire across the objective in front of the moving force,
  then shifts beyond the objective.

■ Units select positions for the base-of-fire element so that moving force does not mask the supporting fires. For this reason, base-of-fire element positions are on the flank of the moving force and are elevated, if possible.

■ The base-of-fire element can concentrate or distribute its fire. In either case, the fire must be controlled and directed at the enemy. It should not endanger the moving force.

● A coordinated fire line (CFL) can be used, permitting observed and unobserved fires to be fired without clearance from units in the area. The CFL should be far enough from friendly positions to allow normal security measures and patrolling.

■ **CULMINATING POINT** ■

The attack must reach decisive objectives before this point is reached.

● Attackers lose momentum when they encounter heavily defended areas that cannot be

bypassed. They could also reach the culminating point -
- (1) When the supply of ammunition falls short of requirements.
- (2) When attacking soldiers become physically exhausted.
- (3) When casualties and equipment losses mount.
- (4) When replacement operations are inadequate.
- (5) When reserves are unavailable to continue the attack.
- (6) When the defender is reinforced.
- (7) When the defender counterattacks with fresh soldiers.

● The battalion must establish hasty defenses when the attack loses momentum for any reason. Fighting a defensive battle after reaching a culminating point is difficult for several reasons.

■ Defensive preparations are hasty and forces are ill-disposed for defense. Because attacking forces are dispersed, reorganizing for defense requires more time than the enemy allows.

■ The shift to defense requires a psychological adjustment. Soldiers who have become accustomed to advancing, and thus "winning," must now halt deep in enemy territory and fight defensively on new and often unfavorable terms.

■ Attacks rarely culminate on ground ideally suited for defense. A decision to conduct retrograde operations on more defensive ground compounds the psychological adjustment required of soldiers.

Figure 3-14, Consolidation and reorganization.
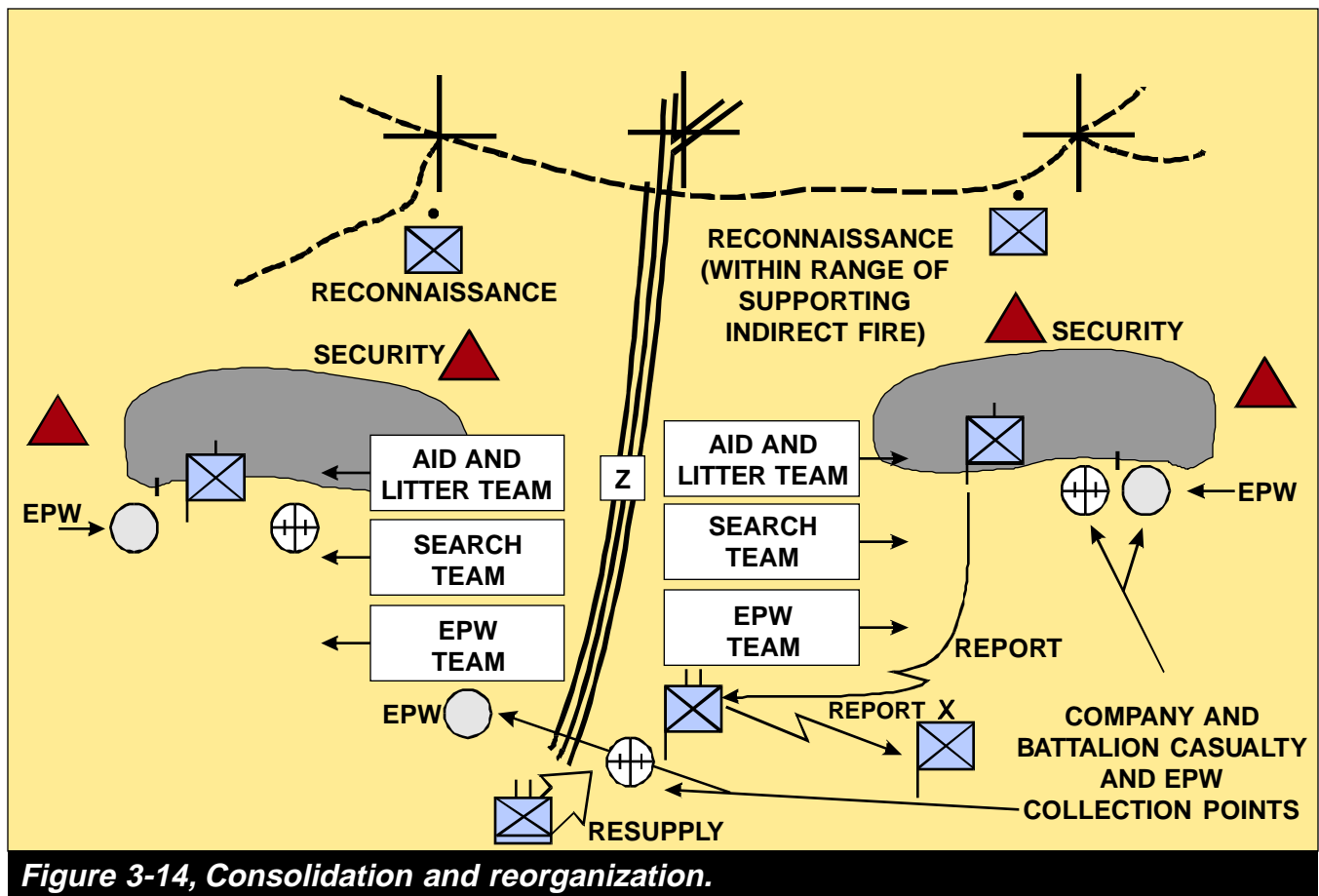
Deep operations are vital to the success of both hasty and deliberate attacks. Scatterable mines are one way of attacking the enemy's rear area. Engineers are the commander's principal advisor on the tactical employment of scatterable mines.

■ IN-STRIDE BREACH ■

Maintaining the momentum of the attack requires the attacking force to quickly pass through obstacles. This translates to a deliberate effort to capture bridges and other enemy observed obstacles intact. Use of air assault and airborne forces (with engineers) is an effective way to accomplish this task. When a breaching operation is required to fight through a defended obstacle, the preferred method is to employ the in-stride breach.

The in-stride breach is a combined arms hasty attack through an obstacle, conducted as a well-rehearsed procedure, with little loss of momentum. While the structure of the in-stride breach is the same as the deliberate breach, the speed at which it is conducted makes it appear that its phases are combined. Support, assault, and breaching forces are designated to suppress the defenders with direct and indirect fires, obscure the area of the breach with smoke, assault the defenders with violent, accurate direct fire, and quickly reduce the obstacle. Success of the in-stride breach is achieved through the speed and violence of the operation and depends upon thorough coordination, preparation, and rehearsal between engineers and other maneuver forces.

Assault bridging and armored earthmovers quickly breach small gaps and destroyed bridges. Assault bridging is replaced quickly with follow-on tactical bridging to allow the assault bridging to move forward and continue supporting the attacking forces.

Minefields pose a significant challenge, as it is more difficult to determine the limits of a minefield than of other obstacles. The actual breaching technique employed, whether explosive line charges, plows, rollers, or dismounted demolition teams, depends on a swift analysis concentrating on the type of minefield and type and extent of effective covering fires.

Soviet-type trained forces employ complex obstacles consisting of multiple obstacle types, in depth and organized in belts, both in front of and among the battle positions. Soldiers should breach complex obstacles in-stride when possible.

■ DELIBERATE BREACH ■

Soldiers conduct deliberate breaching when in-stride breaching is not possible or has failed. Gaps exceeding assault bridging capability will normally require deliberate breaching. Well-prepared defenses will have multiple complex obstacles with little or no option for bypass. This will require the attacking force to conduct deliberate breaching. The deliberate breach is actually a deliberate attack conducted through an obstacle.

Strongpoints are heavily fortified, static positions designed to repel combined arms attacks. They integrate fighting positions with obstacles and minefields, which mechanized forces cannot eas-

ily bypass. Whenever possible, a small force will contain these enemy strongpoints while the main force bypasses and secures more distant and decisive objectives. To take a strongpoint requires deliberate breaching operations.

Deliberate breaching operations entail extensive reconnaissance, planning, and build up of necessary resources. Rehearsals are essential for the entire combined arms team. Command and control, as well as timing of the different phases of the operation, are both complex and critical.

BREACH TASK ORGANIZATION: A TECHNIQUE (SEE FM 90-13-1)

SUPPORT FORCE:

- Usually secures the far side by fires.
- Provides/coordinates all direct and indirect fires.
- Coordinates and shifts obscuration fires.
- Probably will be tank-heavy (long-range shooters).
- Must have 3:1 force ratio over unit being suppressed.

BREACH FORCE:

- Creates lanes through obstacles. (Create 3 lanes: 2 are doctrinal, the last is on the flank for casualty evacuation. Separated by at least 100 meters).
- Provides local security for soldiers creating lanes.
- Marks lanes.
- Guides force through lanes.
- Hand off lanes to trailing forces.
- May assist assault force in securing far side.
- Probably will be mech-heavy with most of Engineer mobility teams.
- Should have recovery assets available to withdraw damaged vehicles.

ASSAULT FORCE:

- Attacks through lanes created by breach force.
- Secures far side of obstacle by occupation/fires.
- Protects passage of breach and support forces.
- Probably will be tank-heavy (aggressive Co/Tm).

Control measures are used with specific missions to subordinate units to define the scheme of maneuver. Sufficient control measures are used to coordinate the efforts of the force and to allow the commander to rapidly give FRAGOs to change the plan during the attack. Normally, the least restrictive measures possible are used. See FM 101-5-1 for a complete discussion of control measures.

■ **Objective.**

(1) The commander assigns terrain objectives if the mission is to **seize** or **secure** a terrain feature. If the mission is **destruction** of an enemy force, he assigns objectives for orientation and control.

(2) The commander may assign **intermediate objectives** to subordinate units when a piece of terrain is critical to the scheme of maneuver.

(3) Objectives should be on easily identified terrain features and should facilitate consolidation, reorganization, and continuation of the mission.

■ **Zone of Action.**

● A zone of action is defined by boundaries and is the unit's area of operation.

● Zones of action are assigned when the mission of units requires a clear delineation of areas of responsibility. Boundaries do not require a subordinate unit to clear the zone of enemy forces unless so specified in the operation order. If units are authorized to bypass enemy forces, the commander must give guidance about the size of force that can be bypassed. If enemy units are bypassed, higher headquarters will destroy the bypassed enemy force with a follow-and-support unit, a reserve force, or fire. However, any enemy force that can interfere with the friendly force's maneuver must be fixed, if bypassed. Even small, armored forces may represent such a danger, while larger dismounted forces might not. Higher headquarters must be informed of all bypassed enemy units. Normally, a bypassed enemy force is fixed in place by part of the friendly force until another unit arrives to relieve the fixing force.

● The commander is responsible for all operations in his assigned zone except those specifically assumed by higher headquarters. He is free to maneuver his units and to fire within the zone. The commander is responsible for locating and destroying the enemy in his zone consistent with the accomplishment of his mission and to the extent necessary to provide for the security of his command.

- A zone of action should:
  - Provide adequate maneuver space to the subordinate unit.
  - Clearly assign key terrain features and avenues of approach to them.
  - Extend beyond the objective for fire support coordination.

■ **Axis of Advance.**

An axis of advance is used to indicate the general direction of movement of a unit. Commanders must ensure that deviation from the assigned axis of advance does not interfere with the movement or fires of adjacent units. When more than one axis of advance is used, one is designated as the main attack.

■ **Direction of Attack.**

A direction of attack is a restrictive control measure used when the task force commander needs to designate a **specific** direction of attack or to tightly control a plan of attack. A unit must employ the bulk of its combat power along the assigned direction of attack. The unit cannot deviate from it except to maneuver against enemy forces interfering with the advance. A direction of attack -
  - Follows well-defined terrain features such as trails.
  - Is used principally in night attacks and counterattacks.

■ **Line of Departure.**

An LD is used to coordinate the commitment of attacking units or screening elements at a specific time. The LD should be easily recognized on the ground and on the map and should be generally perpendicular to the direction of attack.

■ **Attack Positions.**

Attack positions are the last covered and concealed positions passed through before crossing the LD. Attack positions are used by company teams to coordinate, organize, and/or resupply before crossing the LD. When the attack involves a passage of lines, the attack position should be to the rear of the elements in contact. This attack position must be coordinated with the unit in contact.

■ **Assault Position.**

Assault positions are located between the line of departure and the objective where forces deploy for the assault of the objective. Ideally, they are the last covered and concealed positions before the objective.

■ **Final Coordination Line.**

The FCL is a line close to the enemy position used to coordinate the lifting and shifting of supporting fires with the final deployment of the task force. It should be recognizable on the ground. It is **not** a fire support coordination measure.

■ **Phase Line.**

A phase line extends across the zone of action of the task force. Phase lines are established to control and coordinate maneuver, to coordinate fires with maneuver, and to assist in executing contingency plans.

■ **Overwatch Position.**

Overwatch positions are usually indicated graphically as check points. Rarely applicable to units higher than company-sized.

■ **Attack-by-Fire Position.**

An attack-by-fire position is used to designate the position from which direct fires are placed on an objective or into an engagement area (see Figure 3-15, below). Rarely applicable to units higher than company-sized.

■ **Infiltration Lane.**

When stealth is required to move through an area occupied by the enemy, infiltration lanes may be used.

■ **Limit of Advance.**

The limit of advance is the control measure used to stop the forward progress of attacking units; it does not restrict fires.

■ **Checkpoints.**

Checkpoints provide the commander the capabilities of rapidly shifting fires and reorienting maneuver forces by using recognizable terrain features.

■ **Techniques for Fire Control While Moving.**

Direct fires may be controlled on the move by marking a target with white phosphorous (WP) or tracers, and using it as a hasty TRP. Another expedient method to control fires is to use the clock system, with 12 o'clock being the general direction of advance.

Figure 3-15. Attack-by-fire position symbol.
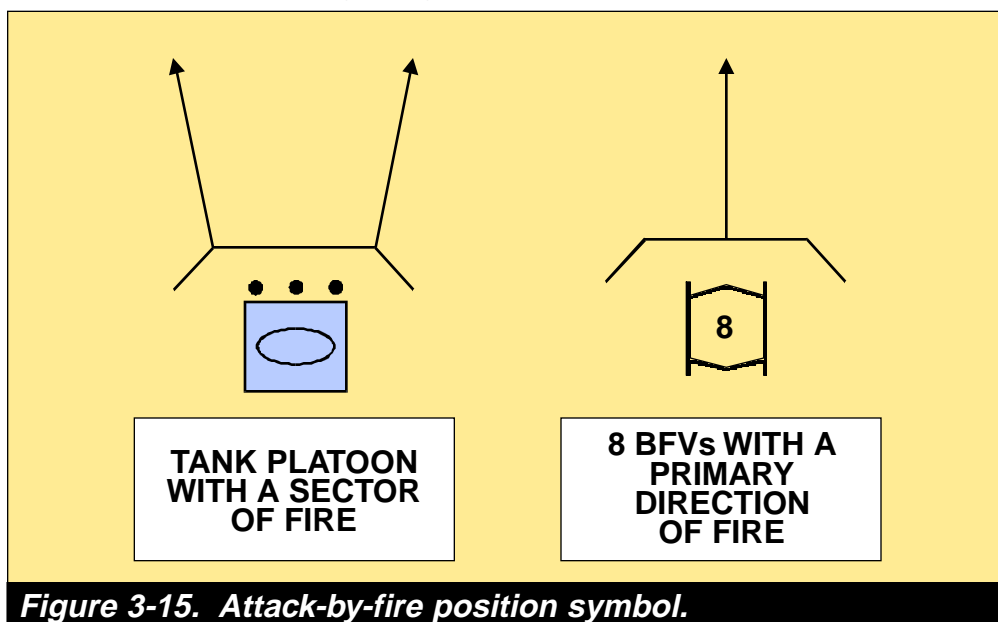
- INTELLIGENCE
    - Engineer template enemy obstacles.
    - S2 template the "red line" of enemy direct and indirect fire weapon systems.
    - Recon (Scouts and Engineers) enemy obstacles . . . look for bypass.
    - Engineer PIR in TF plan.

- TASK ORGANIZATION
    - Know breaching assets available (CEV, AVLB, MICLIC, plows and rollers).
    - Breach assets forward (one breach per Engineer platoon).
    - Mobility support to forward displacing FA battalion.

- PLANNING
    - IPB . . . Cdr, S2, Engineer, Co/Tm Cdr.
    - Hasty minefield is 300 x 120 meters (surface-laid).
    - FSO for smoke and fires at breach.
    - FASCAM (enemy FASCAM is 3 x 7).
    - Security and suppression during breach.
    - Signal for clear lane or bypass.
    - Dissemination of lane/bypass information.
    - Traffic control at breach.
    - Marking lanes (day/night/smoke).
    - Lane security/marking handover.
    - Cl V (MICLIC reload).
    - Flank minefields.
    - Plan for transition to defense (Cl IV, V).
    - Rehearse . . . Combined Arms!

■ DIRECT FIRE PLANNING (IPB CONSIDERATIONS) ■

OFFENSIVE FIRE PLAN:

- How long enemy has been in position?
- Location of enemy EA and which systems can hit where.
- Key terrain considerations in and around enemy BP including any terrain that can be used to control fires.
- Location of enemy weapons systems, by type.
- Friendly avenues of approach.
- Location of enemy obstacles.
- Location and avenues of approach for enemy reserves.

The main purpose of the defense is to defeat the enemy's attack and to regain the initiative. Defense is a temporary measure used to identify or create enemy weaknesses. Use of the defense provides the opportunity to change to the offense. The following are guidelines for establishing the defense.

■ **CHARACTERISTICS OF DEFENSIVE OPERATIONS** ■

PREPARATION:

- The defense is the tactically superior type of operation.
- A small force can defeat a much larger one, if it is in a well prepared defense.
- Effective defensive preparation is based on a thorough knowledge and analysis of the enemy and the terrain (IPB).
- The commander must make good use of the enemy's need to move to the defender's prepared defense. The enemy must be forced to expose himself to fire while the defender remains hidden. The enemy moves over unfamiliar ground, which the defender has reconnoitered and rehearsed on.
- The defensive plan is built around the direct fire plan.

Figure 3-16. Organization for Defensive Operations on a Linear Battlefield (other arrangements are possible).

DISRUPTION:

- By thorough planning and rehearsals, the defending unit can act more quickly than the enemy.
- Attack the enemy's plan where IPB shows vulnerability--remove his freedom of action.
  - Separate forces in the enemy formation
  - Disrupt fire support
  - Interrupt logistical support
  - Interfere in command and control
  - Break the enemy's tempo
  - Ruin the enemy's coordination
- Take the initiative from the attacker.

MASS:

- Mass fires at the decisive time and place
- Requires economy of force elsewhere
- May require the defender to maneuver forces

FLEXIBILITY:

- Comes from thorough planning and preparation based on a good IPB.
- The commander must see the battlefield and blind the enemy (confirm enemy COA early, hide friendly intentions).
- Make timely shifts in the main effort, without losing synchronization.

DEFENSIVE PLANNING CONSIDERATIONS, TECHNIQUES & PROCEDURES

INTELLIGENCE:

Planning begins with analysis of all that is known about the enemy and the terrain (IPB).
Based on the IPB (Where will the enemy come? How fast? In what strength? Where is he vulnerable to attack?), the commander designates decisive points. He decides where to put fire on the enemy and what effect he wants to achieve (destruction, defeat, denial of specified terrain, etc.) The decisive points usually become engagement areas.

PLANNING:

From the enemy's perspective (from within the engagement area), the commander decides on where to array friendly direct fire systems to bring the most effective fires into the engagement areas.

The plan must consider the ranges, capabilities, vulnerabilities, and mobility of each weapon system, from rifleman to attack helicopter.

TASK ORGANIZATION:

After forces are arrayed, the commander organizes them under subordinate leaders based on geography and the tactical tasks and purposes assigned to the forces.

INTEGRATION OF COMBAT MULTIPLIERS:

Assign tasks and purposes to CS and CSS units (What does the commander want to accomplish with artillery fires [Disruption? Suppression?] Where will units require extra ammunition? Fuel?)

Allocate CS and CSS assets to subordinates

- Fire support
- Engineer Effort
- Chemical Recon/Decon/Smoke
- Air Defense
- Mines & Barrier Material
- Other Supplies and Services
- Communications Support

The major part of defensive planning is fire control and distribution. Control measures can be used in conjunction with and inside Engagement Areas. Commonly used techniques include the following:
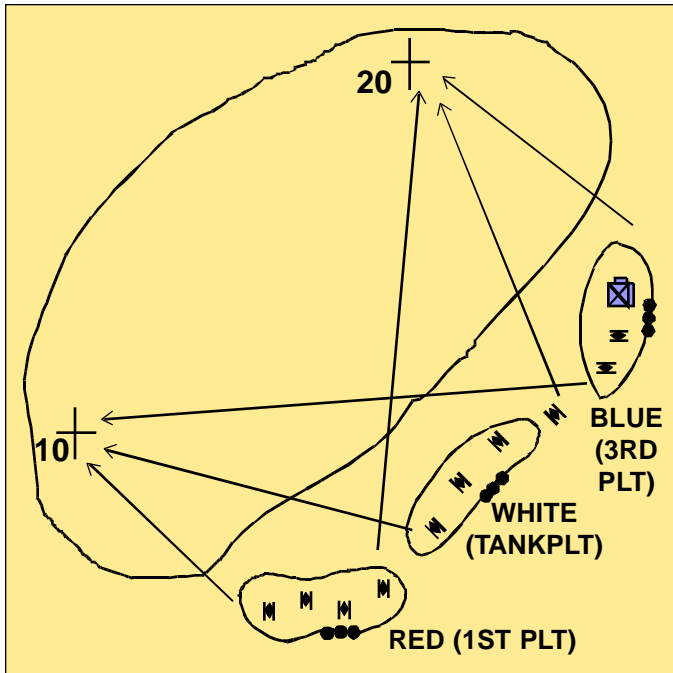
- Target Reference Points (TRP)
- Engagement Priorities
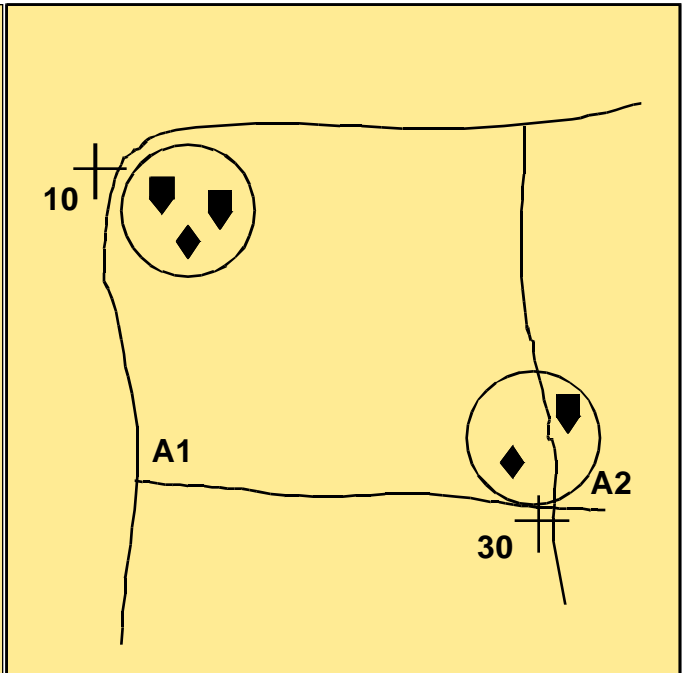- Fire Patterns
- Fire Techniques
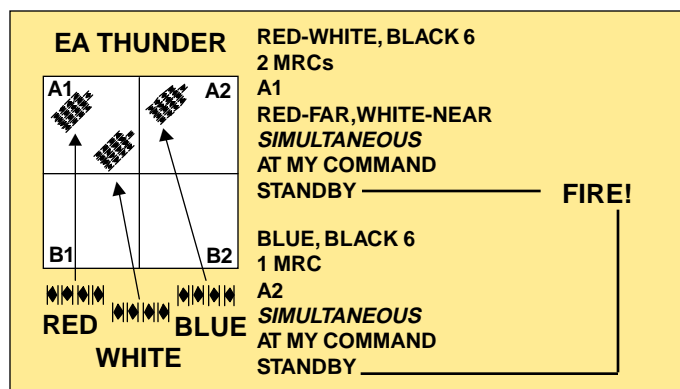
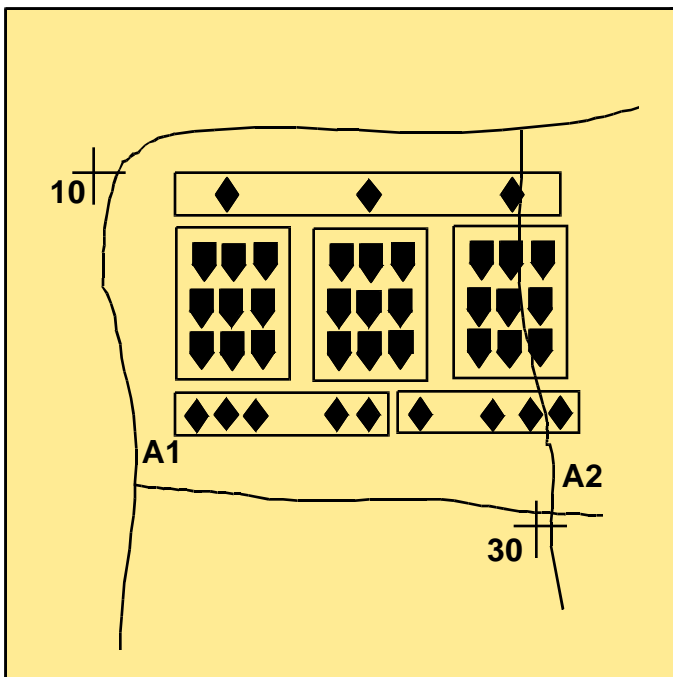*CO/TM FIRE COMMANDS AND FIRE PATTERNS. (FM 17-12-1)*
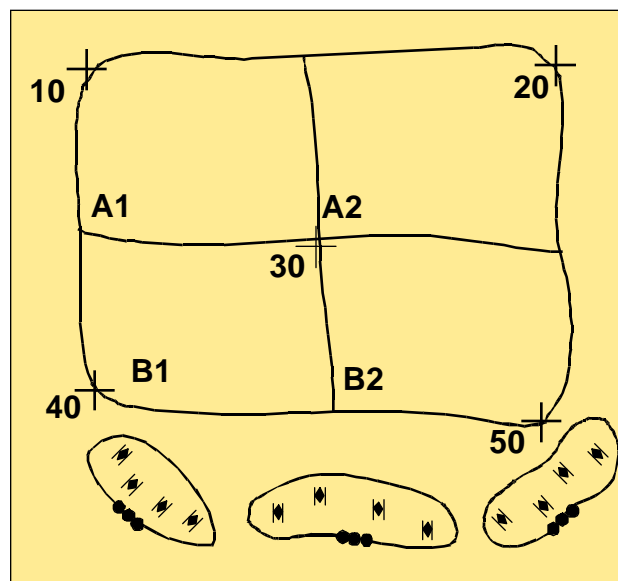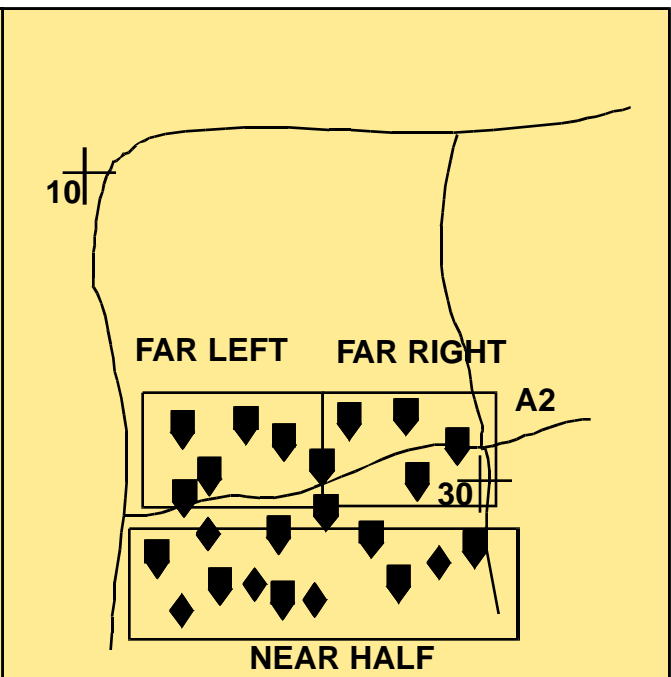

DIVIDING THE EA INTO SECTIONS. (FM 17-12-1)

SECTORS OF FIRE. (FM17-12-1)

CLOSEST TRP METHOD. (FM17-12-1)

ENEMY FORMATION METHOD. (FM17-12-1)

FIRE PATTERNS. (FM17-12-1)

DISRUPTION

- Disrupts synchronization to counter initiative and concentration.
- Accomplishes disruption by separating forces; by interrupting fire support, logistical support, and command and control; by breaking the tempo of enemy operations; and by ruining the coordination between maneuver and supporting arms.

CONCENTRATION

- Concentrate forces at the decisive time and place.
- Accomplished by economy of force eleswhere, maintaining a reserve, and maneuvering to gain local superiority at the decisive place.

FLEXIBILITY

- Is agile enough to counter or evade the attacker's blow, then strike back effectively.
- Accomplishes flexibility by detailed planning, organization in depth, and retaining reserves.
- Shifts the main effort quickly, without losing synchronization, to defeat any approach the enemy might take.

■ **DEFENSIVE FRAMEWORK** ■

The battlefield framework is derived primarily from the purpose of the unit's activities. On a nonlinear battlefield, the typical geographic arrangement of the battlefield framework may not hold true. The framework is still useful as a way to organize and synchronize the unit's activities. Because of this, battalion commanders must understand the defensive framework within which division and brigades organize and fight.

FIVE ELEMENTS OF THE DEFENSIVE FRAMEWORK OF THE BATTLEFIELD

- ■ Security and counter-reconnaissance throughout the depth of the sector
- ■ Defensive operations in the main battle area (Close)
- ■ Reserve operations in support of the main defensive effort
- ■ Deep operations against uncommitted enemy forces
- ■ Rear operations to retain freedom of action

■ **MOBILE DEFENSE** ■

Mobile defense uses a strike force to attack to destroy or defeat enemy forces.

- Is force vice terrain oriented.
- Seizes the initiative.
- Requires equal or greater mobility than the attacker.
- Accepts loss of some terrain in nonessential areas. This allows the commander to "shape the battlefield" as the battle unfolds.
- Normally, is the responsibility of a division or a corps.
- Requires heavy forces for the strike force.

■ AREA DEFENSE ■

Area defense focuses on retaining terrain and destroying enemy forces by fire from mutually suporting positions.

- Does not promise outright destruction or defeat of the attacking force; assumes that a simultaneous or subsequent operation will defeat the enemy.
- Deploys bulk of the defending force to retain ground.
- Does not require equal mobility as a prerequisite.
- Organizes the defense around a static framework of defensive positions, strong points, and a small, mobile reserve. Depth of defensive sector will vary.
- Is conducted by any size force.
- Is more inflexible than the mobile defense, since more of the forces are positioned forward.
- Places a premium on early identification of the enemy's main effort—requires less time and a smaller force to counter the main attack.

■ DEEP OPERATIONS ■

In the defense, deep operations prevent the enemy from concentrating overwhelming combat power by disrupting its momentum and destroying the coherence of its attack.

- Creates windows of vulnerability to attack the attackers.
- Can begin before the enemy closes with the MBA forces (providing they are not already in close contact).
- Locates uncommitted enemy forces, monitors their movement, and denies the enemy the ability to use them at the time and place of his choice.

■ SECURITY OPERATIONS ■

Security operations are continuous during the planning, preparation, and execution of tactical operations. They include forward security and security operations throughout the depth of the sector.

- Brigades, divisions, and corps normally, organizes a covering force around a tank-heavy force. At the corps level, it may be the armored cavalry regiment (ACR) or separate heavy maneuver brigade.
- The commander makes mission dependent decision on the need for a security force and its composition.
- Brigades and battalions should also conduct security operations at their level as part of any operation. This may require dedicated forces and/or forces assigned secondary security tasks in addition to their primary mission.

■ MAIN BATTLE AREA ■

The battle is usually decided in the MBA. Options for both opponents become less numerous during engagements. The defensive main effort is adjusted to defeat the attack based on information obtained during the security force operation.

- Positions force to control or repel enemy penetrations. Positions and employs reserves to halt the attack, to destroy the penetrating enemy force, and to regain the initiative.
- Can establish sectors that coincide with major avenues of approach.
- Requires divisions and brigades to fight combined arms actions in their sectors.
- Normally, assigns each subordinate unit a <u>single</u> tactical task in a defense.
- MBA operations include any planned counter attacks.
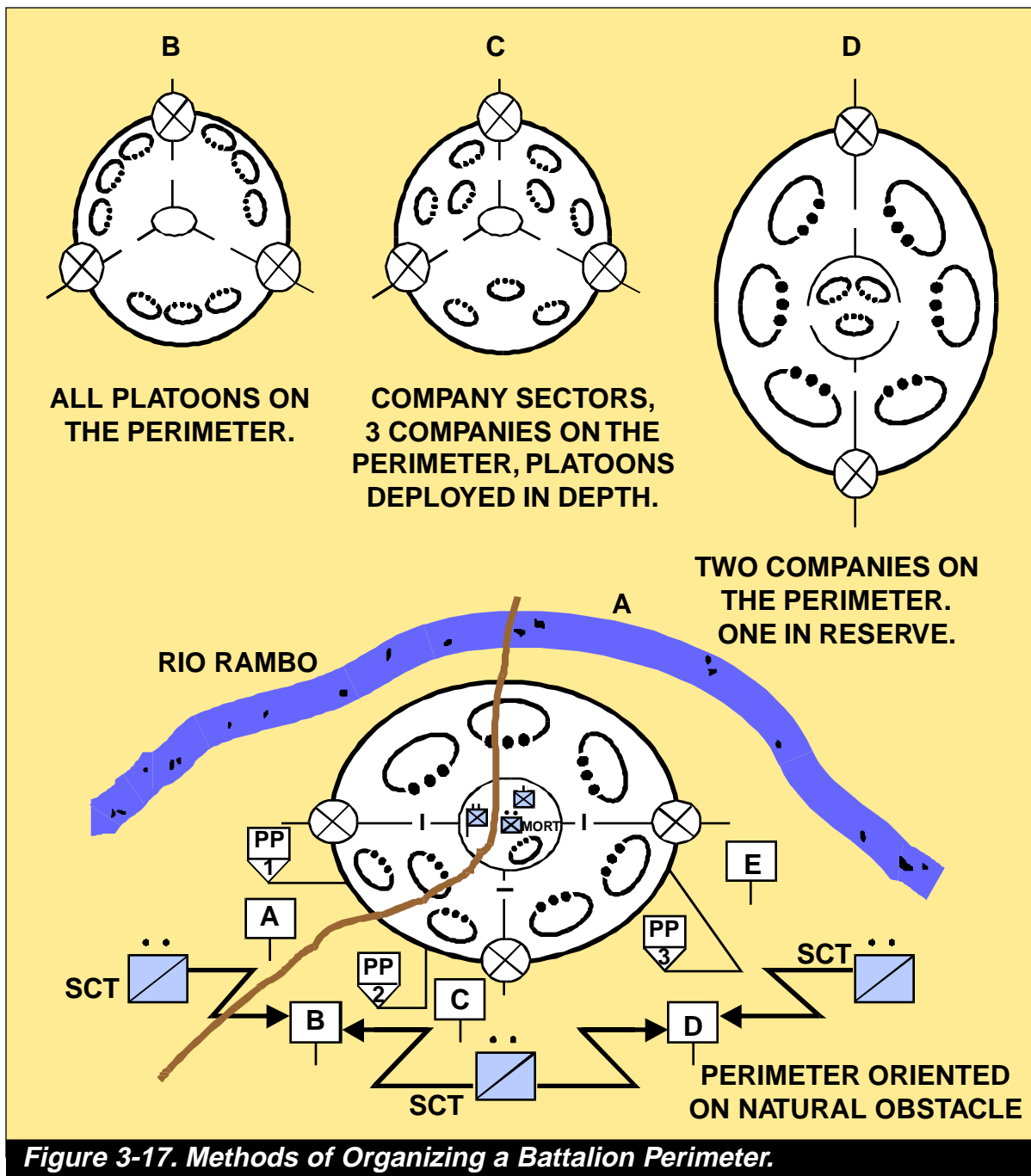
■ RESERVE OPERATIONS ■

In planning contingencies for offensive actions of the reserves, the commander considers the enemy situation and estimates the time and distance factors relating to following enemy echelons, based on the IPB process.

- Main purpose of the reserve is to preserve the commander's flexibility (deal with unexpected.)
- The size and composition is mission-dependent. <u>The primary mission for the reserve derives directly from the risks and the clarity or lack of clarity of the situation</u>.

■ REAR OPERATIONS ■

Rear operations have the following characteristics:

- Protection for rear to assure the defender's freedom of maneuver and continuity of operations.
- <u>REMEMBER: TACTICS IS LOGISTICS</u>.
- Uses dispersed and redundant C2 facilities.
- Identifies the rear operations tactical combat force (TCF). This is critical since the TCF must not have two simultaneously missions.
- Tight terrain management and movement control enhances security and sustainment of the force.

B

ALL PLATOONS ON
THE PERIMETER.

C

COMPANY SECTORS,
3 COMPANIES ON THE
PERIMETER, PLATOONS
DEPLOYED IN DEPTH.

D

TWO COMPANIES ON
THE PERIMETER.
ONE IN RESERVE.

RIO RAMBO

A

PERIMETER ORIENTED
ON NATURAL OBSTACLE

Figure 3-17. Methods of Organizing a Battalion Perimeter.

PEACE KEEPING, HUMANITARIAN, and OTHER OPERATIONS
(FM 100-5, page 13-0)

■ **PRINCIPLES OF PEACEKEEPING, HUMANITARIAN, AND OTHER OPERATIONS** ■

Army warfighting doctrine has long been based on well-established principles of war that have withstood the test of time and experience and remain embedded in our doctrine. Peacekeeping, peacemaking, and humanitarian operations also have principles that guide our actions. However, the principles of war still apply.

- Perseverance: Prepare for the measured, protracted application of military capability in support of strategic aims.
- Restraint and rules of engagement (ROE): Apply appropriate military capability prudently.
- Security: Never permit hostile factions to acquire an unexpected advantage.
- Objective: Direct every military operation toward a clearly defined, decisive, and attainable objective.
- Unity of Effort: Seek unity of effort toward each objective.
- Legitimacy: Sustain the people's willing acceptance of the right of the government to govern or of a group or agency to make and carry out decisions.

■ UNIQUE CONSIDERATIONS ■

To execute the variety of missions required in other operations, there are numerous unique considerations that commanders must address.

- Rules of Engagement:
  - Are prescribed by higher headquarters
  - Are guidelines that require judgment
  - May change frequently
  - Must be understood by all soldiers
- Political Dominance:
  - Military forces help achieve political goals
  - Senior political authority is in charge
- Other Agencies:
  - The operation may include joint and combined operations
  - The force often relies on civilian agency interaction
  - The operation has extensive liaison requirements

- Force Sustainment:

  - The force operates in an extremely austere environment
  - The force lacks host nation support

  - The environment poses multiple threats
- Media Involvement:
  - Should be assumed
  - Commanders at all levels must be familiar with published Public Affairs Guidance (PAG) for the overall operation
  - Commanders at all levels must be prepared to explain to the media how their specific mission or activity relates to the operation
  - Commanders need to ensure soldiers understand their rights and obligations for dealing with the media
- Individual/Unit Training:
  - Is often deferred
  - Confronts lacks of familiarity with tactics, techniques, and procedures (TTP)
  - Faces lack of language capability
  - Encounters stress, soldier discipline, and appearance

- Adaptability:
  - Needs to modify existing TTP to fit current environment
  - Needs to develop new TTP

AVIATION EMPLOYMENT CONSIDERATIONS
(FM 1-113)

■ AVIATION EMPLOYMENT ■
(FM 71-3)

Elements from the divisional aviation brigade may be placed under the OPCON of the brigade commander to accomplish a mission or for the duration of an operation pursuant to the division commander's concept of the operation. Air cavalry elements conduct reconnaissance and security operations. Assault elements conduct air assault operations and provide limited CSS functions. Command aviation elements provide aerial platforms for command and control. Attack battalions augment the brigade's fire support and maneuver capability and are most effective when massed against exposed, moving armored targets.

Aviation units under the OPCON of the brigade must be completely integrated into the brigade scheme of maneuver. The IPB process identifies specific potential targets for aviation. The maneuver commander then gives specific tactical missions to his aviation assets.

Aviation units operating with the brigade or in the brigade area of operations coordinate locations for assembly areas (AA), forward AAs, and forward arming and refueling points (FARP) through the depth of the zone with the brigade S3. In offensive operations, these areas will be used in sequence as the main body advances.

Aviation units placed OPCON to the brigade remain the responsibility of the aviation brigade for logistics support. Efficient distribution of certain critical classes of supply may require coordination with the brigade's FSB.

Aviation performs maneuver in the third dimension with its attack battalions and cavalry while also performing combat support and combat service support missions. The following are areas that must be included in the commander's guidance:

- **Task and purpose**
- **Specific**
  - **Nature of targets**
  - **Priority of targets**
  - **Mass vs continuous fires**
  - **Land coordination for forward assembly areas (FAA) and forward arming and refueling points (FARPs)**
  - **Refuel and rearm considerations**
  - **Army airspace command and control (A2C2)**
  - **Warfighter sustainment**

COMMANDER'S GUIDANCE FOR AVIATION
(FM 1-113)

METHOD	ADVANTAGES	DISADVANTAGES
1. CONTINUOUS ATTACK	- Exerts constant pressure on the enemy - Is the most flexible technique - Requires efficient FARP operation (20/30 minutes/company)	- Places only one company in contact
2. PHASED EMPLOYMENT	- Places increased pressure on the enemy - May exert constant pressure on the enemy	- Requires lengthened FARP times - Is difficult to maintain for extended periods
3. MAXIMUM DESTRUCTION	- Maintains pressure on the enemy - Masses firepower over a wide area	- Does not exert constant pressure on the enemy - Increased FARP time is (60-80 minutes/battalion)

DEFENSIVE CONTROL MEASURES

Fire control measures are used to help the task force commander to mass fires on the enemy while distributing them to avoid target overkill. Combined with a well-planned obstacle system, they allow the defender to fully exploit the effects of organic and supporting weapons. Techniques for controlling task force fires are:

Target reference point.

A TRP is an easily recognizable point on the ground, either natural or man-made, used for referencing targets and controlling direct and indirect fires (see Figure 3-20). TRPs are designated to rapidly distribute or mass fires. A TRP is designated using a standard target symbol and target number issued by either the FSO or IAW SOP. Once designated, TRPs may also be incorporated into indirect fire plans. TRPs should be placed on each major obstacle to ensure that it is covered by both direct and indirect fires. This results in the obstacle and the direct and indirect fire targets all having the same number. TRPs should be planned on likely enemy locations and obstacles. They may also be used to clearly define engagement areas or to mark engagement and disengagement ranges. Weapons will be engaging from different directions, so compass points (north, east), rather than right or left, are used when giving directions centered on a TRP.

Figure 3-18. Target Reference Point.
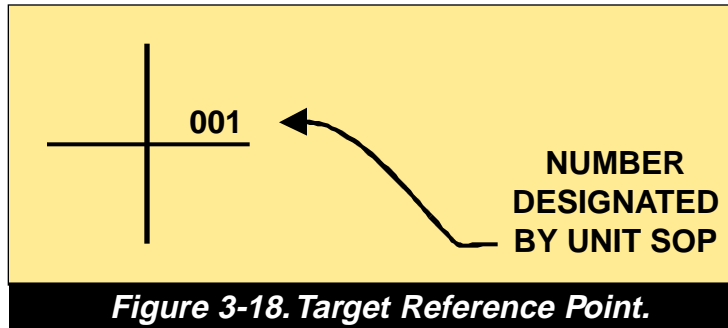
Engagement priority.

Fire can be rapidly and effectively distributed by assigning each weapon or section a type of vehicle to engage first; e.g., BFVs engage BMPs; tanks or ITVs engage tanks. The most dangerous targets are shot first, followed by targets in depth.

Trigger line.

A fire control measure related to terrain (roads or streams), obstacles, or weapons capabilities that initiates fire when crossed by the enemy.

Sector of fire.

A specific area can be assigned to a unit or a weapon. Each unit should be assigned one primary sector and an on-order or secondary sector of fire. If no targets appear in its primary sector, it engages targets in its secondary sector. (See Figure 3-19.)

Figure 3-19. Sector of Fire.
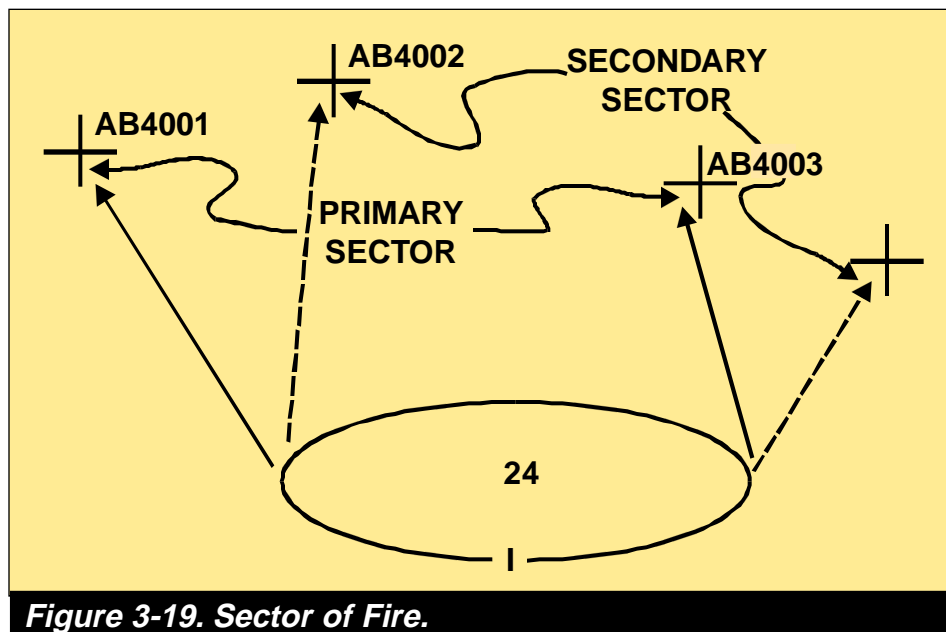
Engagement area.

Engagement areas may be designated by the task force or company team commanders along enemy avenues of approach. They are areas in which the commander intends to destroy and enemy force with massed fires. An engagement area can be identified by prominent terrain features around the area or by a TRP at the corners of the area. The area may be divided into

sectors. The commander must provide guidance on the timing necessary to initiate fires. Distances can be marked by TRPs. (See Figure 20)

Figure 3-20. Engagement Area.
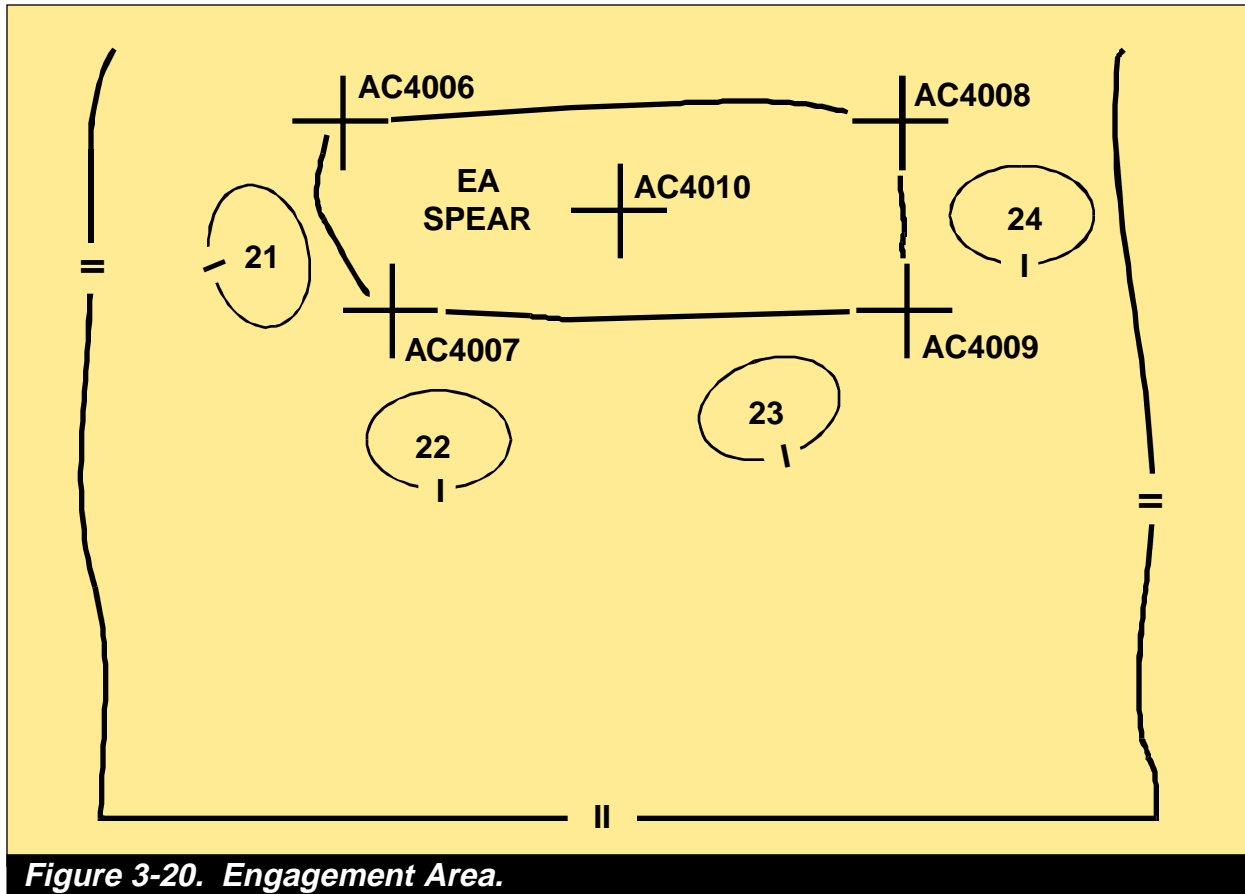
Maneuver control measures normally used by the battalion task force are:
- Coordinating points.
- Phase lines.
- Battle positions or sectors.
- Contact points.
- Passage points.
- Passage lanes.
- Routes.
- MSR.
- Checkpoints.
- Assembly areas.

DEFENSIVE PLANNING CONSIDERATIONS: A TECHNIQUE

■ Recon (collective effort)
■ Centralized control
■ Planning

- IPB . . . Cdr, S2, Engineer, Co/Tm Cdr
- TF dictates location of EA and BPs, withdrawal routes, work site security, target turn-over, priority of countermobility and survivability
- Obstacles:

  - Zones/belts
  - Prioritize obstacles
  - Begin work immediately on obvious obstacles
  - Survey obstacles
  - Convey obstacle intent
  - Integrate with fires (use GPS)
  - Appoint an engineer equipment expeditor
  - Control gaps and lanes
  - Secure obstacles
  - Consider FASCAM to re-seed

- Logistics:

  - Push system for CL III, IV, V
  - Pre-stockage points (cache)
  - Pre-configured loads
  - Clear MSRs
  - Provide transportation priority
  - Appoint a logistics expeditor
  - Control of FSP
  - Platoon mine dumps
  - Main contact team forward for Engineer Equipment

DIRECT FIRE PLANNING: A TECHNIQUE

MASSING FIRES IS . . .

- Fires on multiple enemy threats simultaneously.
- Engaging multiple targets in depth with required number of systems to achieve desired results.
- Preventing enemy from dealing with any single threat and maneuvering or massing his fires against it.
- Friendly weapons systems performing precision gunnery by selecting and engaging different targets.

MASSING FIRES IS NOT . . .

- Volume of fires; overkill.
- Parking vehicles hub-to-hub and all firing at same target.

- Allowing unthreatened enemy weapons systems to engage the Co/Tm.
- Massing targets for the enemy.

CONTROL MEASURES

- TRPs
- EAs
- Fire patterns (frontal, cross, depth)
- Fire techniques (simul, mass, observed, alternating)
- Fire commands
- Engagement priorities

PRINCIPALS OF FIRE CONTROL

- Avoid target overkill
- Use each weapon system in its best role
- Concentrate on long range targets
- Take the best shots; expose only those needed
- Destroy most dangerous targets first

FOCUSING FIRES

. . . directing fires to hit specific targets, points, or areas (the most difficult task of controlling fires).

DISTRIBUTING FIRES

. . . engaging different threats simultaneously to avoid overkill and to degrade enemy's ability to deal with single threats one at a time.

SHIFTING FIRES

. . . re-focusing weapons systems to change the distribution of fires as targets are destroyed, or as the situation changes. At Co/Tm level, this is accomplished by shifting fires of platoons to focus on new areas and maintain desired distribution.

DIRECT FIRE PLANNING (IPB CONSIDERATIONS): A TECHNIQUE

DEFENSIVE FIRE PLAN

- Enemy avenues of approach; rate of march
- Formations enemy will use/where he is likely to change
- When enemy will begin engaging
- Use of enemy indirect fires (effect on fire plan)
- Tactics that enemy will use, such as firing lines, etc.
- Where enemy is likely to dismount and assault